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**MINUTES**

**JOINT CONFERENCE COMMITTEE FOR  
ZUCKERBERG SAN FRANCISCO GENERAL  
HOSPITAL AND TRAUMA CENTER  
Tuesday, May 23, 2023 3:00 p.m.  
101 Grove Street, Room 300  
San Francisco, CA 94102 & via Webex**

**1) CALL TO ORDER**

Present: Commissioner Laurie Green, M.D.  
Commissioner Susan Belinda Christian, J.D.

Excused: Commissioner Edward A. Chow, M.D., Chair

Staff Present: Susan Ehrlich MD, Lisa Winston MD, William Huen MD, Emma Moore, Emma Perez, Gabriel Ortiz MD, James Frieberg, Andrea Turner, Gillian Otway, Jennifer Boffi, Claire Horton MD, Angelica Journagin, Adrian Smith, Emma Moore, Jeff Critchfield, Basil Price

The meeting was called to order at 3:03pm.

**2) APPROVAL OF THE MINUTES OF THE APRIL 25, 2023 ZUCKERBERG FRANCISCO GENERAL JOINT CONFERENCE COMMITTEE MEETING**

Action Taken: The ZSFG JCC unanimously approved the minutes.

**3) REGULATORY AFFAIRS REPORT**

Emma Moore, Director of Regulatory Affairs, presented the item.

Commissioner Comments:

Commissioner Green asked if ZSFG has a sense of when CDPH will complete the backlog of surveys. Ms. Moore stated that there is no way to predict when CDPH will have time to complete these surveys.

Commissioner Green stated that she is encouraged that the HAPI process is going well.

Commissioner Green thanked Susan Brajkovic, MJ, RN, CPHRM, ZSFG Director Risk Management, for all her many contributions and improvements in risk management, and wished her well in her next life chapter.

#### **4) RESOLUTION OF COMMITMENT TO TRAUMA CARE**

Susan Ehrlich, M.D., Chief Executive Officer, presented the item.

##### Commissioner Comments:

Action Taken: The ZSFG JCC unanimously recommended that the full Health Commission approved the resolution.

#### **5) SAFE AND EQUITABLE STAFF EXPERIENCE WORKPLACE VIOLENCE PREVENTION – STRATEGIC A3 UPDATE**

Andrea Turner, Chief Operating Officer, presented the item.

##### Commissioner Comments:

Commissioner Christian stated that when people don't feel safe at work, it impacts everything. She is very appreciative of the focus of this work.

Commissioner Green noted that BERT data is already available and asked how this paradigm can continue to spread. Ms. Turner stated that the goal is to be proactive, rather than reactive. Once a patient begins to escalate, BERT is involved. The BERT process has yielded progress and ZSFG is also aware of areas of growth. She added that ongoing communication of what has been learned is critical to the process.

Commissioner Green asked when ZSFG will have additional data to analyze. Ms. Turner stated that all ZSFG departments except Urgent Care have already been trained on BERT; ZSFG expects to achieve training all staff by April of 2024. There is ongoing data collection and analysis.

Commissioner Green asked if there is any concern regarding the safety on the campus as a whole. Mr. Turner stated that the A3 being presented is focused on inside the ZSFG buildings. ZSFG partners with Basil Price, DPH Director of Safety, to develop and coordinate safety strategies throughout the campus.

Commissioner Christian asked the frequency of ongoing training. Ms. Turner stated that CPI training must be renewed annually. However, ZSFG has not been following this schedule because of an influx of trainers at ZSFG. Therefore a new effort has been launched to train new trainers. Trainings will be offered once a month.

#### **6) ZSFG CHIEF EXECUTIVE OFFICER'S REPORT AND EMERGENCY DEPARTMENT NEWSLETTER**

Susan Ehrlich, M.D., Chief Executive Officer, presented the item.

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## **QUALITY** 1. Stanford Children's & Eastern Health Gemba Visit

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At the end of April, our Kaizen Promotion Office (KPO) hosted visitors from Stanford Children's and Eastern Health from Melbourne, Australia. Dr. Susan Ehrlich kicked off the event along with our Chief Performance Excellence Officer, Jim Marks – sharing ZSFG's important history, journey, vision, mission and True North goals. During the visit, the groups toured our campus and met with various teams at ZSFG who shared their experiences, challenges and goals in providing emergency care, striving for Health Equity, leadership and continuous improvement. Cardiology and Endoscopy fellowship program directors also presented to give an overview of current projects with their teams.

Visits like these are great opportunities to learn from other hospitals. Our team was reminded that we are not alone in the challenges we face every day in providing compassionate care for the community. It is also a great reminder of the great work and amazing staff we have here at ZSFG. Thank you to the KPO team for hosting and organizing another illuminating event!

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# SAFETY

## 2. COVID-19 Returning Safely Together

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As San Francisco's and California's COVID-19 Health Orders come to an end, ZSFG has made the following changes to COVID-related operations in order to align with state and city guidelines:

### ***Ending the Federal COVID-19 Emergency***

In January, the Biden Administration announced that it would end the COVID-19 public health emergency declaration tomorrow, May 11, 2023.

While all operations will remain the same in the short term, there will be some changes over time. Below are the impacts of the public health emergency on ZSFG:

- **Masking:** There are no changes to masking guidelines at ZSFG. Masks are still required for patients, clients, and visitors in all areas of buildings that are accessible to patients, including entrances, hallways, waiting rooms, and elevators.
- **Food and Drink:** Food and drinks continue to be allowed for staff in non-clinical areas, including conference rooms and break rooms. Food and drinks should not be consumed in clinical or public areas such as lobbies, hallways, and elevators.
- **Social Distancing:** There are no social distancing requirements. Over time signs, stickers, posters, etc. related to distancing will be removed. Normal room capacities should be followed.
- **Building Access:** Enhanced safety protocols, which only allow access through the Building 5 and Building 25 lobbies for all staff and patients, will continue in order to ensure the continued security for all on campus.

ZSFG will continue to review the visitation, cafeteria, and restroom access policies, guided by the same safety, security, regulatory, and infection control considerations that has kept our patients and staff safe.

San Francisco and ZSFG have been a model for effective COVID-19 response centered around equity. Our deepest appreciation to all staff for stepping up in extraordinary ways over the last three and a half years. To celebrate our employees' hard work, the Care Experience team disseminated a Disaster Service Worker coin to all staff.

### ***Closing the Alternative Testing Site***

On May 21<sup>st</sup>, ZSFG permanently closed the Alternative Testing Site (ATS) located at the AVON plaza area (blue trailer). Patients will be referred back to their primary care clinics & other open community testing sites for their COVID-19 testing needs. To assist with this transition & for patient self-testing needs, ZSFG will continue to distribute COVID-19 home test kits at the ZSFG Building 5 lobby area (next to the Urgent Care section of the lobby) while supplies last.

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## SAFETY

### 3. Rising Pheonix Full Scale Emergency Exercise

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On April 19<sup>th</sup>, ZSFG participated in the San Mateo County Full Scale Exercise "Rising Phoenix." The exercise simulated a premeditated terrorist event at the San Mateo Event Center where many people with minor and major injuries were transported to ZSFG. As part of the exercise, ZSFG activated our internal processes to respond and act, develop and track safety objectives, receive patients and to treat possibly contaminated patients, coordinate local resources and prepare messaging for staff, patients and the public.

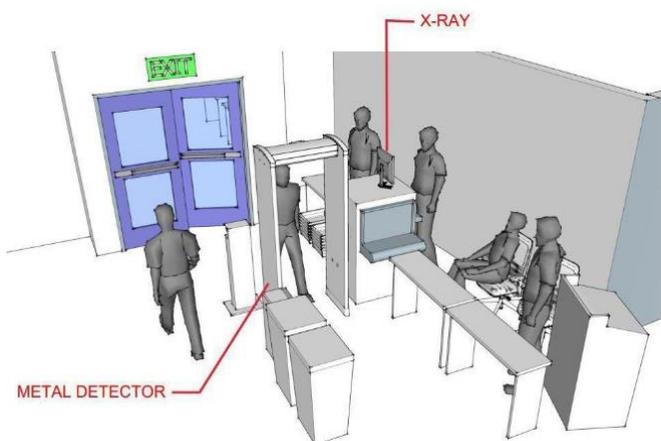
Through these exercises, we were able to identify how to improve our emergency response, bolster our communications and create stronger partnerships with our local and state partners to better respond to emergencies when they happen. Many thanks to San Mateo County for hosting this important training exercise.

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## SAFETY

### 4. New Emergency Department Security Scanners

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On April 25<sup>th</sup>, ZSFG implemented scanners to enhance security measures at the Emergency Department entrance. This is part of our work to improve staff and patient safety and ensure regulatory compliance by preventing prohibited items from entering the hospital through the Emergency Department.

After a brief testing and training period, all visitors and patients have their items scanned by the San Francisco Sherriff's Department. There are no changes to other screening measures at this time, patients and visitors will still be required to go through the magnetometer after their items are scanned.

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## EQUITY

### 5. Equity Council Retreat

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On Wednesday May 3<sup>rd</sup>, the ZSFG Equity Council gathered for a strategic planning retreat to discuss how to advance diversity, equity and inclusion (DEI) on campus. Representing different demographic groups, professional backgrounds, and ZSFG departments, the Equity Council holds Executive Leadership and the DEI Department accountable in leading the ZSFG community towards dismantling institutional and structural racism and building a culture of equity, respect, and inclusion.

The retreat was facilitated by Equity Council Co-Chair and Nursing Director of Med-Surg Tanvi Bhakta, Director of DEI Sophia Lai, and DPH Office of Health Equity Coordinator of Equity Learning, Gavin Morrow-Hall. Our CEO, Dr. Susan Ehrlich joined mid-morning to share her appreciation for the Council's work and to acknowledge the advances in DEI since the Equity Council started in 2017. The work of the Equity Council and the DEI Department is made possible through the critical support of COO, Equity Council Chair and DEI executive sponsor, Andrea Turner.

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## EQUITY

### 6. Celebrating AAPI Heritage Month

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May is Asian American and Pacific Islander (AAPI) Heritage Month. This year, the theme for AAPI Month is “Strengthening the Fabric of our Community” and people who are AAPI are doing just that at ZSFG. Nearly 50% of ZSFG staff and 20% of our patients identify as AAPI and in San Franciscans, people who are AAPI make up 33% of the population.

ZSFG is committed to advancing health equity and improving health outcomes of the AAPI community. Our goals are to address ongoing concerns about health disparities for San Francisco’s populations of color and create an anti-racism environment where all members of our community feel valued, by:

- Reviewing health outcomes to identify disparities and designing interventions to eliminate these inequities; and
- Giving our staff the tools to build a culture of equity, inclusion, and belonging.

Unfortunately, in San Francisco and elsewhere, Anti-Asian hate crimes continue to rise. ZSFG has treated many victims and understands that the community deserves better. Our employees’ contributions to providing care to our patients and building a great place to work at ZSFG impacts everyone on campus, every day.

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## DEVELOPING OUR PEOPLE

### 7. ZSFG Healthcare Recognitions

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This past month, ZSFG celebrated the following healthcare recognitions in honor of our staff and the incredible work they do every single day!

#### ***Linen Week***

April 23<sup>rd</sup> through April 29<sup>th</sup> was National Linen Week! At ZSFG, we have a small, but mighty team of 11 that supports the hospital. Linen is one of the most important items that we use on our patients and is critical for patient safety and prevention of infections.

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### **Medical Laboratory Professionals Week**

April 23<sup>rd</sup> through April 29<sup>th</sup> was Medical Laboratory Professionals Week! At ZSFG, we have a diverse team of 165+ dedicated staff that work in the Clinical Laboratory. The Clinical Lab operates 24 hours a day, 7 days a week, supporting the hospital and city clinics. As laboratory professionals, Clinical Lab staff do a phenomenal job working behind the scenes to provide high quality laboratory services to support patient care and public service.



### **Occupational Therapy Month**

April is Occupational Therapy Month! Occupational Therapy provides a lifeline, helping clients participate in activities of daily living (ADL), like dressing, bathing, grooming, or eating unassisted — self-care often taken for granted. Occupational Therapy doesn't just treat medical conditions, it helps our clients engage in activities that bring them pleasure or a sense of purpose, doing everyday things as independently as possible.

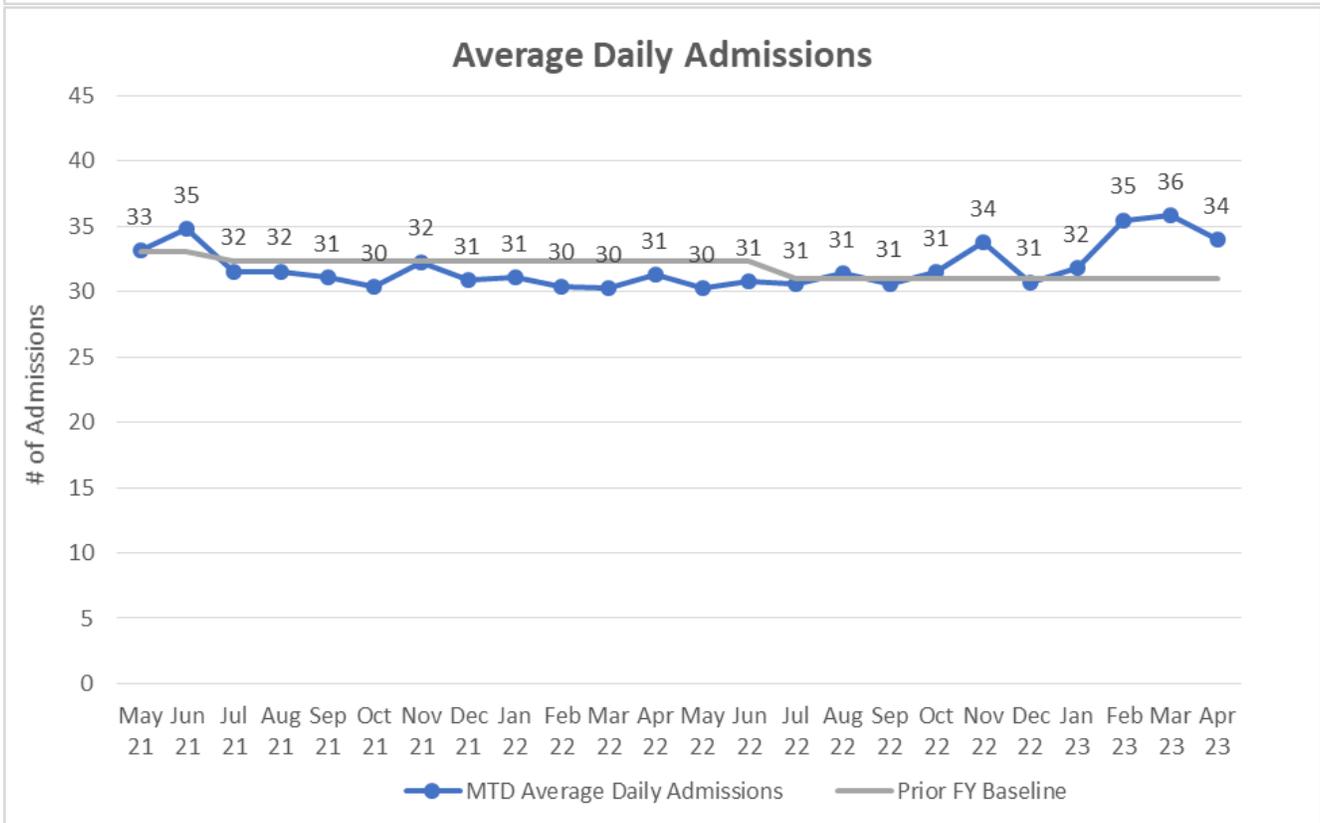
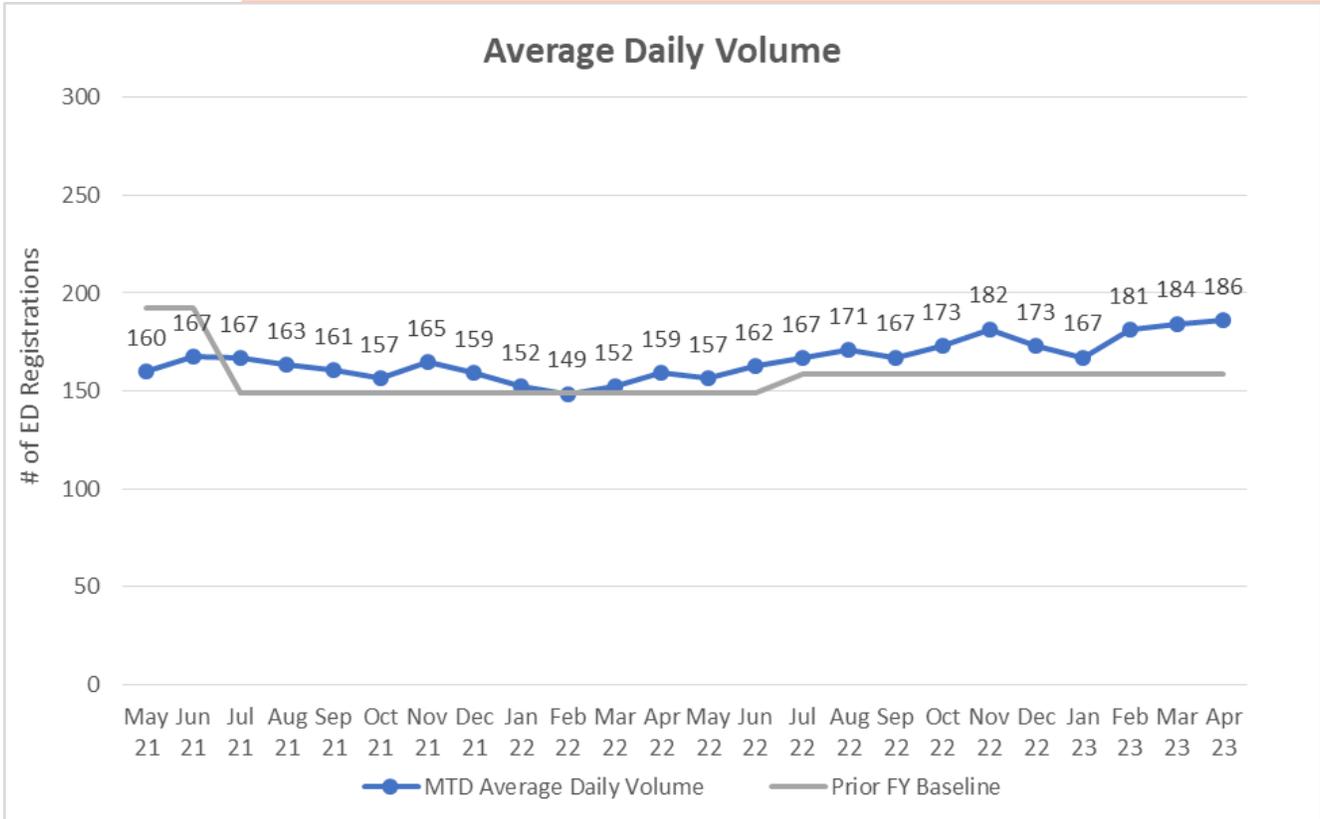
### **National Nurses Week**

May 6<sup>th</sup> through May 12<sup>th</sup> is Nurses Week! This year's theme is "You Make a Difference," and the approximately 1,600 nurses working here have made a big difference in the lives of countless individuals and their families here in San Francisco and throughout the entire Bay Area.

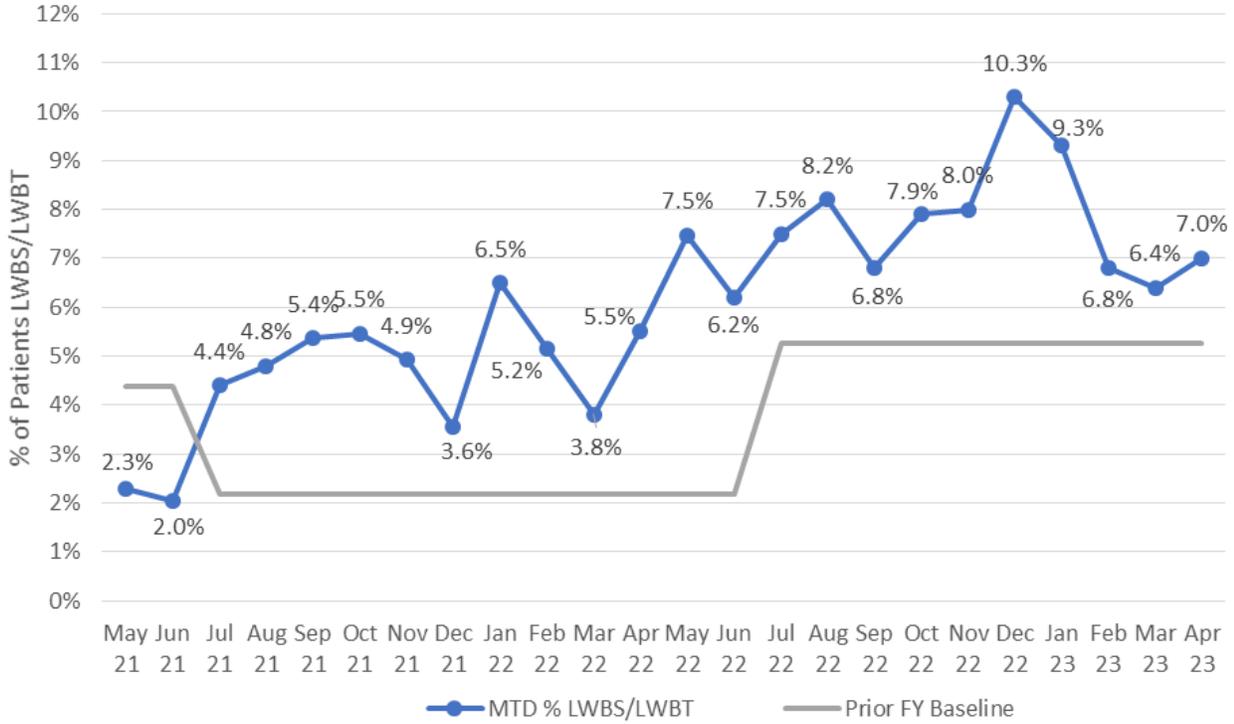
To celebrate Nurses Week, Nursing Director Gillian Otway, RN, MSN, and the entire team have planned special festivities and an awards ceremony honoring staff and the work that they do every day for our patients. All our nurses work tirelessly to deliver the best possible care, from administering medication to managing complex medical procedures in the hospital as well as providing patients and families with support when they are discharged.

Nurses play a critical role in keeping San Francisco healthy and resilient, and we are actively working to recruit more nurses here at ZSFG. All our nurses show incredible kindness and compassion to their patients, patients' families, and each other. Nurses are truly an inspiration, and we are fortunate to have them as our healthcare partners on the frontlines of healthcare every day.

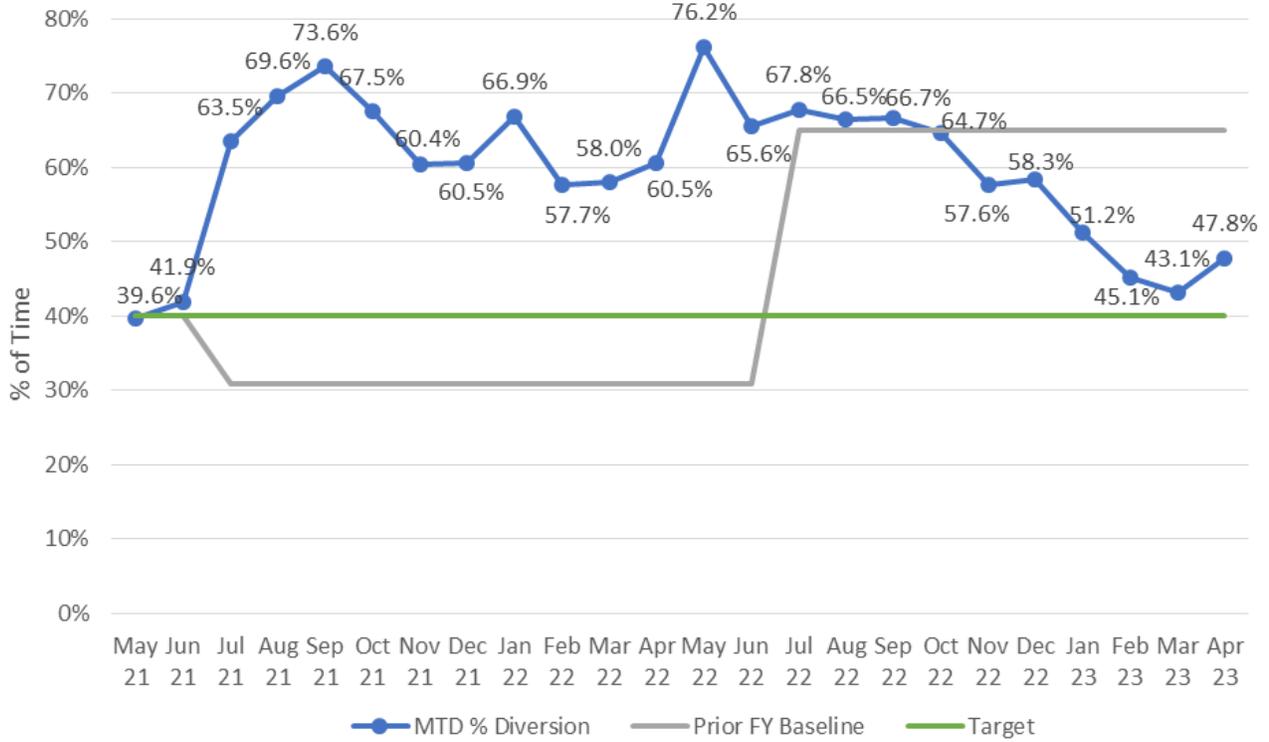
# QUALITY Emergency Department Activities



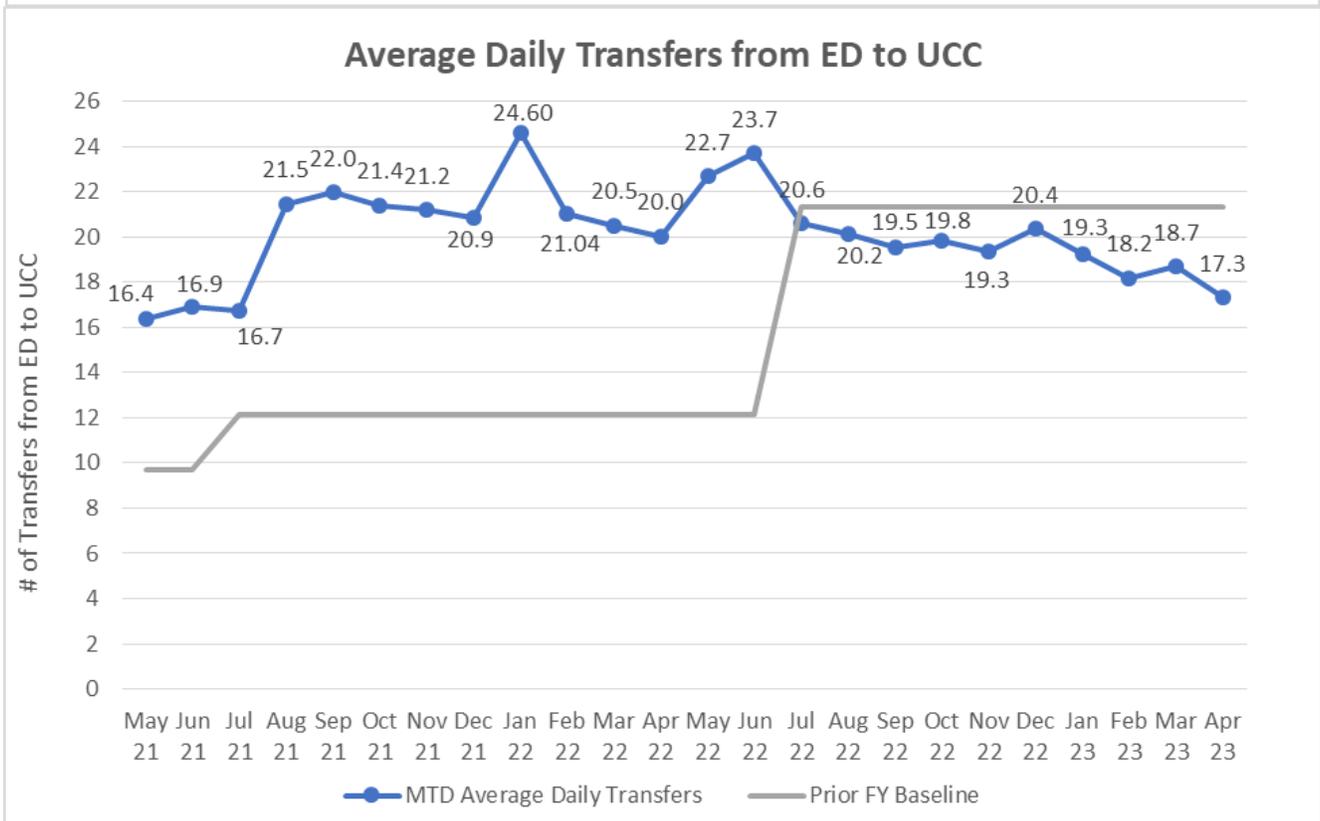
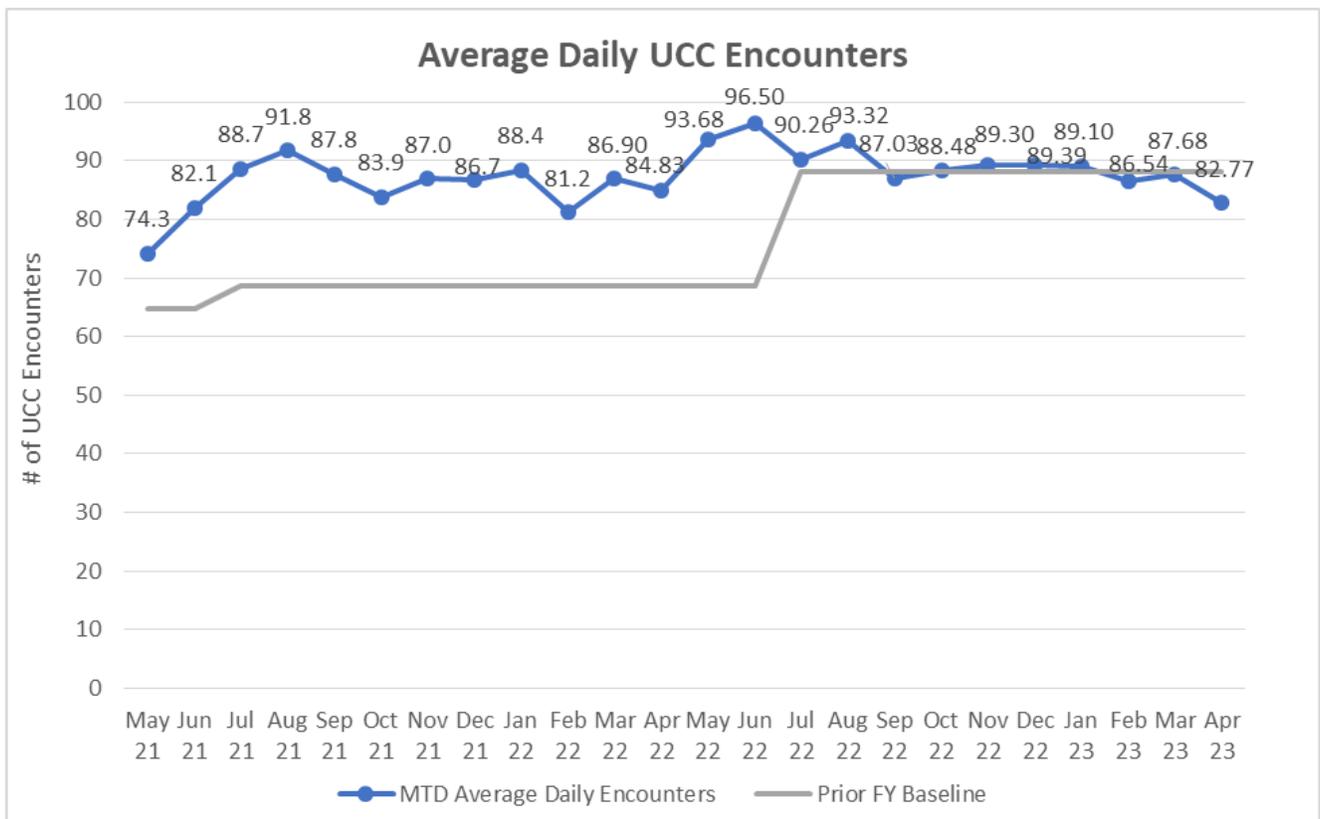
### % LWBS/LWBT



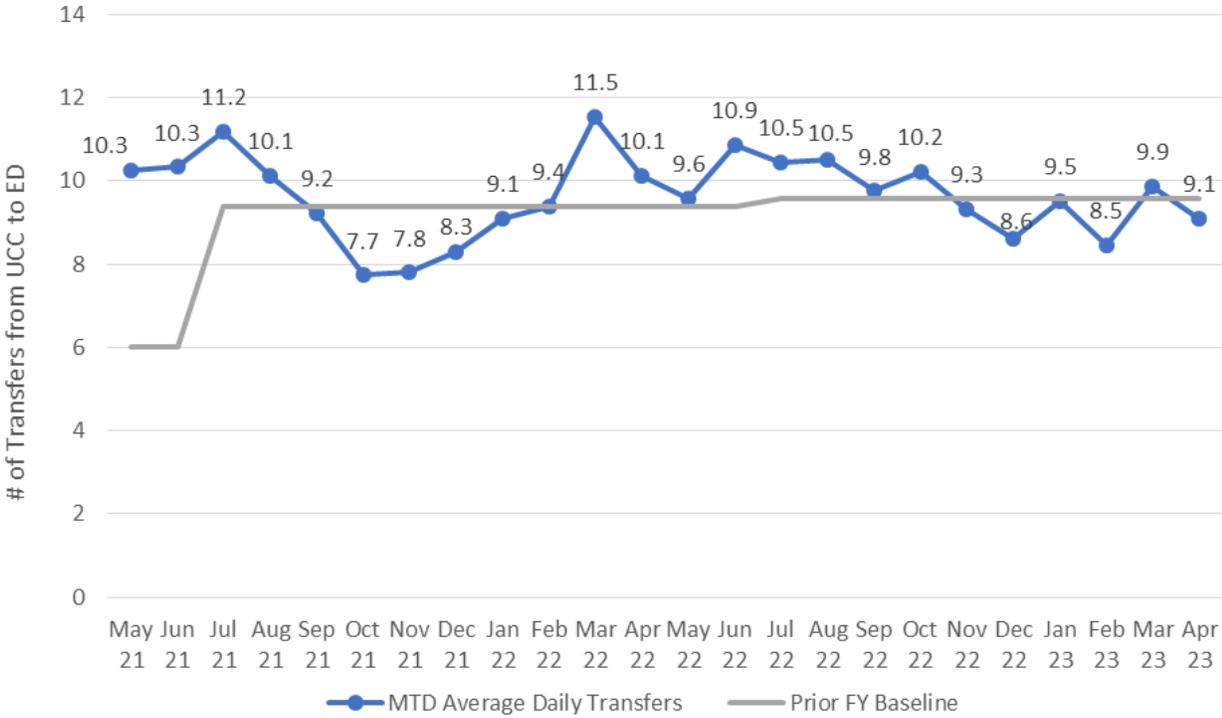
### % Diversion



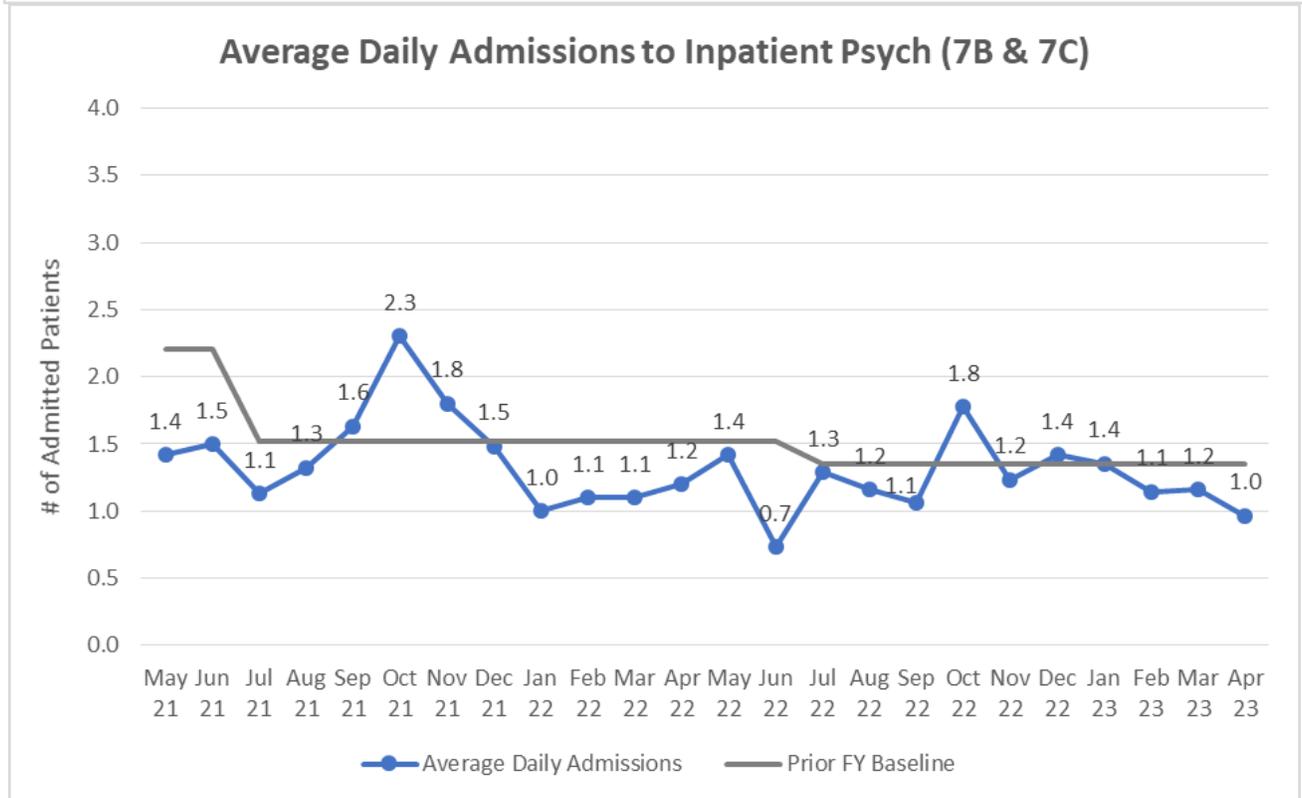
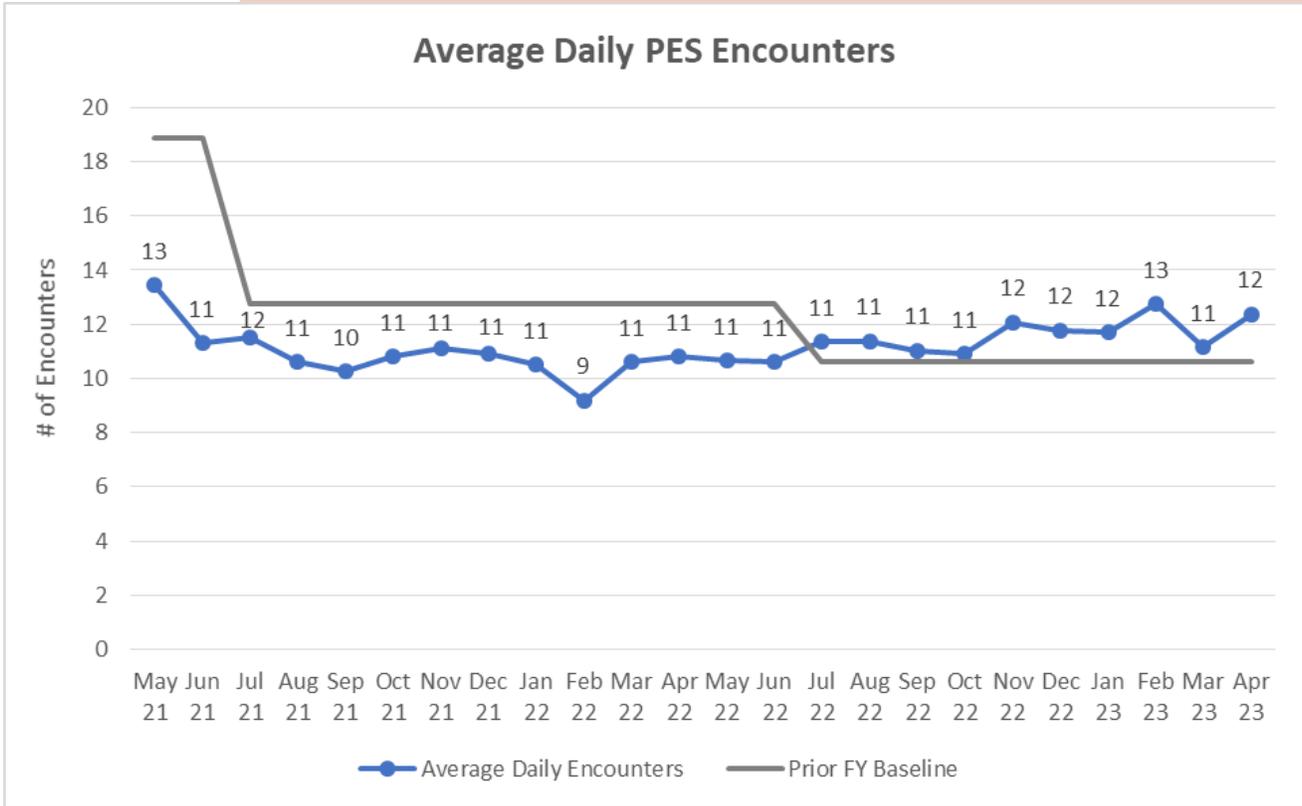
# QUALITY Urgent Care Clinic Activities

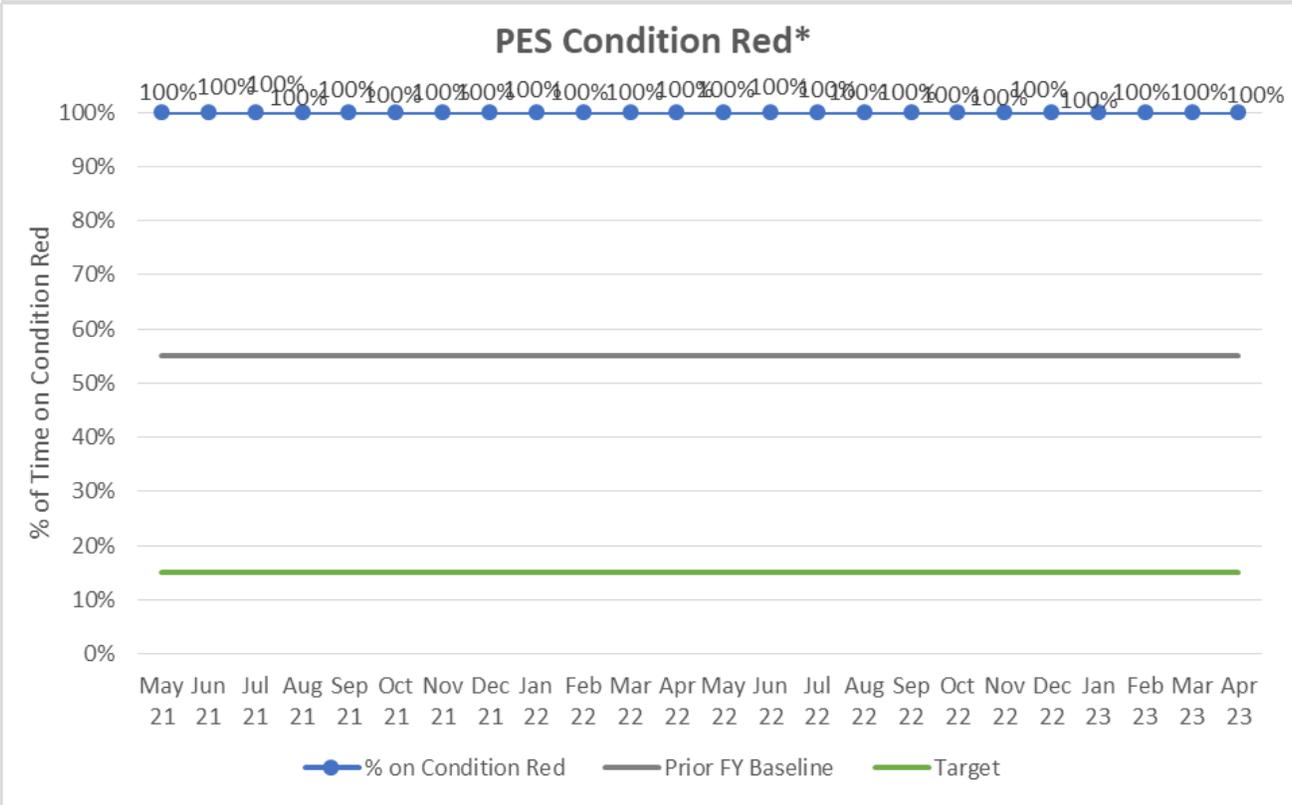
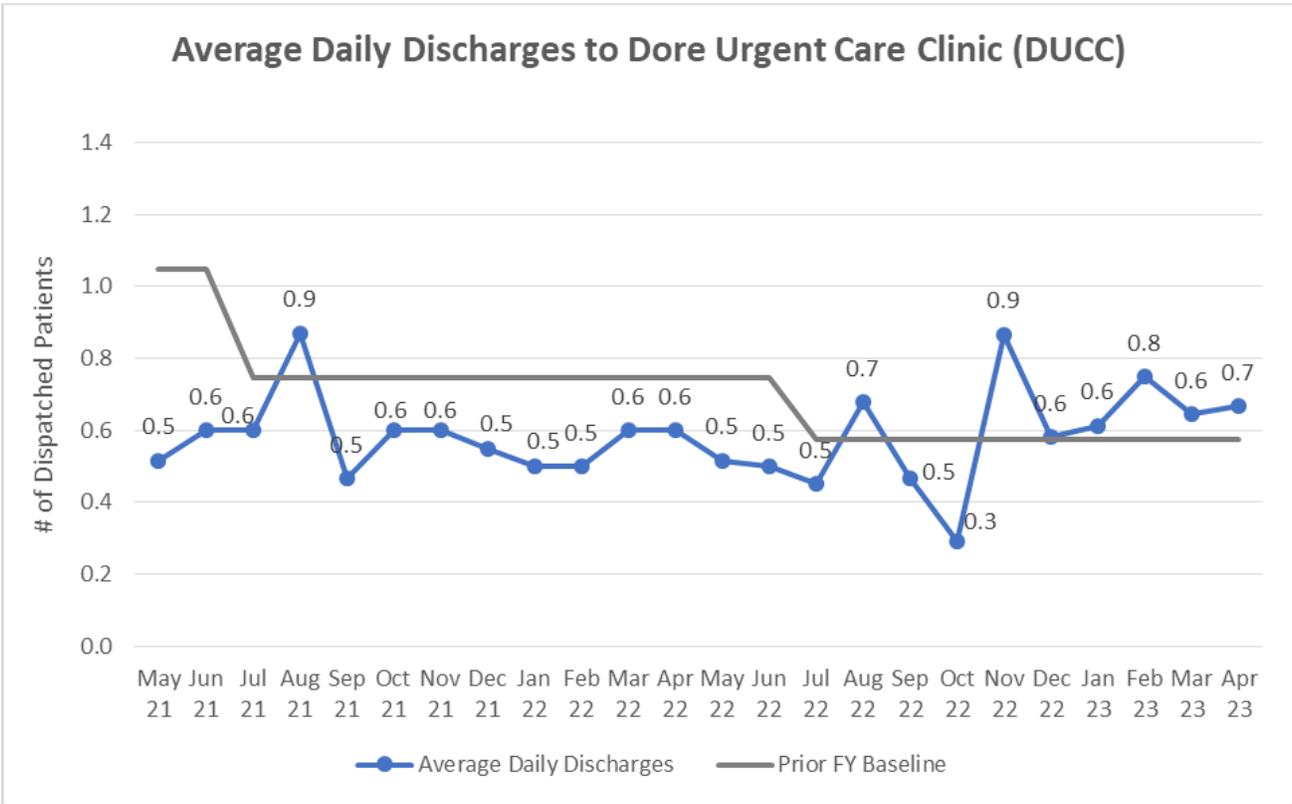


### Average Daily Transfers from UCC to ED



# QUALITY Psychiatric Emergency Services Activities





**\*We are using condition red as an external communication tool to signal that patients can not directly come to PES. They must be cleared by ED first.**

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# QUALITY Average Daily Census

## **MEDICAL/SURGICAL**

Average Daily Census of Medical/Surgical was 190.00 which is 111.11% of budgeted staffed beds and 103.26% of physical capacity. 32.53% of the Medical/Surgical days were lower level of care days: 7.09% administrative and 25.44% decertified/non-reimbursed days.

## **INTENSIVE CARE UNIT (ICU)**

Average Daily Census of ICU was 33.47 which is 119.52% of budgeted staffed beds and 57.70% of physical capacity of the hospital.

## **MATERNAL CHILD HEALTH (MCH)**

Average Daily Census of MCH was 31.27 which is 104.22% of budgeted staffed beds and 74.44% of physical capacity of the hospital.

## **ACUTE PSYCHIATRY**

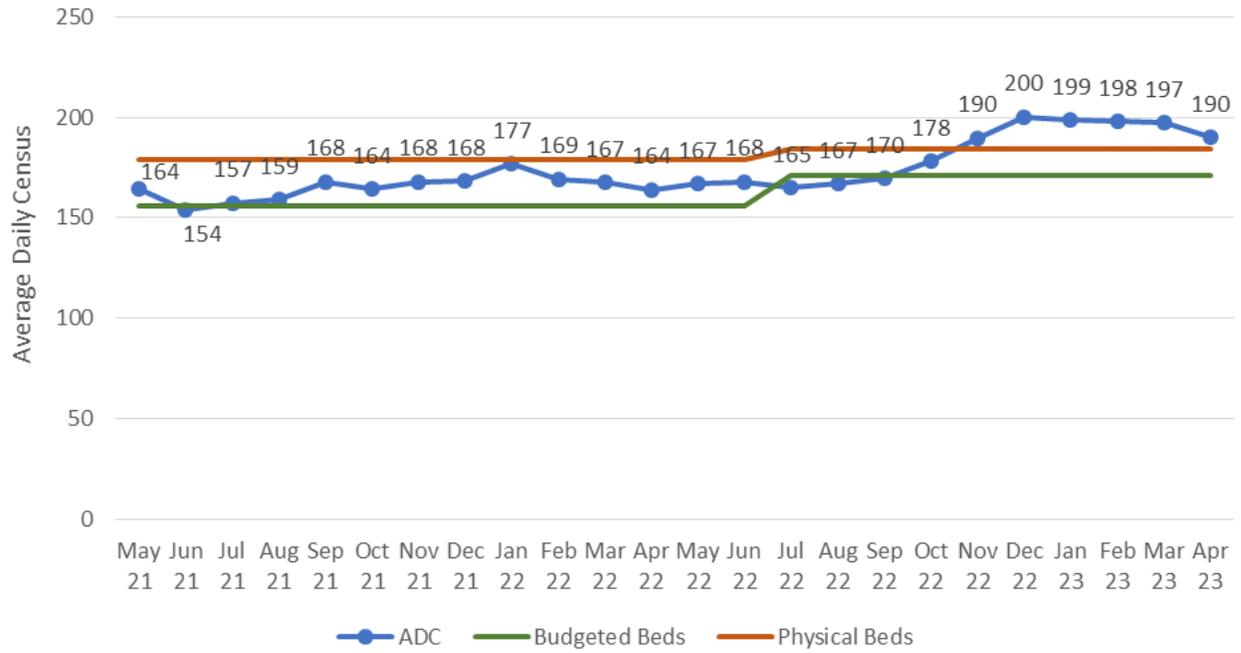
Average Daily Census for Psychiatry beds, excluding 7L, was 42.27, which is 96.06% of budgeted staffed beds and 63.08% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.97, which is 85.24% of budgeted staffed beds (n=7) and 49.72% of physical capacity (n=12). Utilization Review data shows 111.75% non-acute days (30.44% administrative and 81.31% non-reimbursed).

## **4A SKILLED NURSING UNIT**

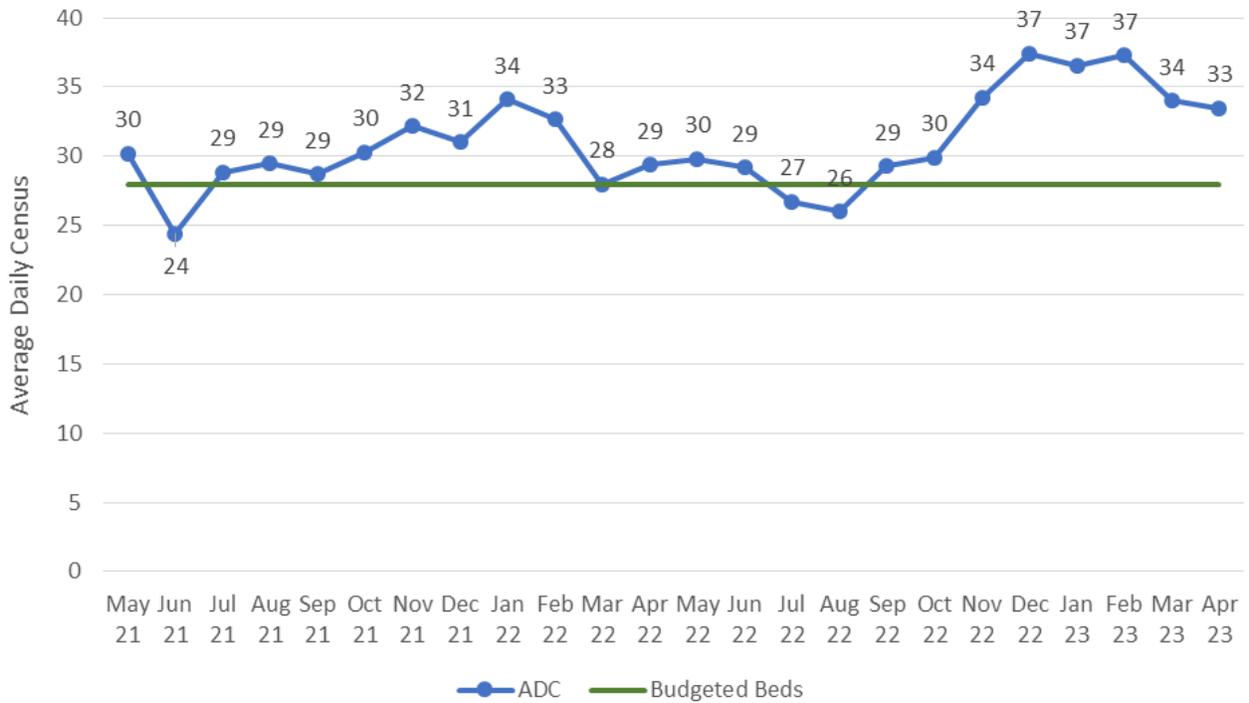
Average Daily Census for our skilled nursing unit was 28.10, which is 100.36% of our budgeted staffed beds and 93.67% of physical capacity.

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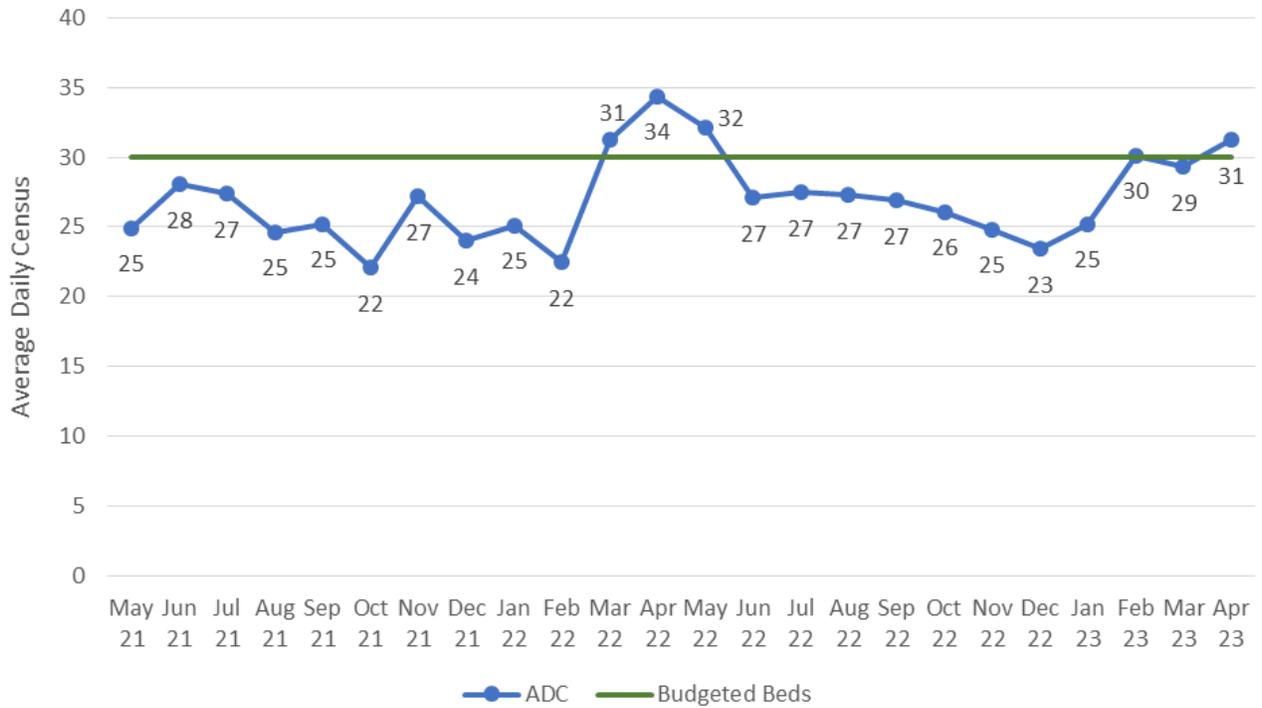
### Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



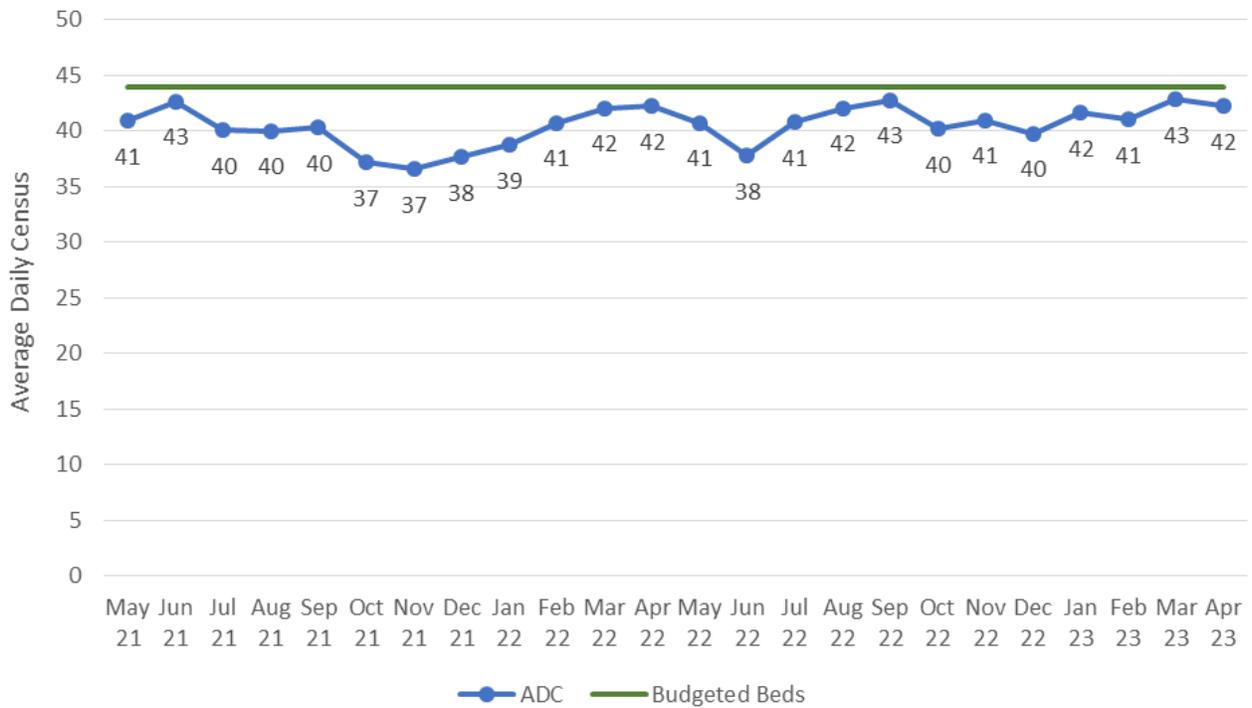
### Intensive Care Unit Average Daily Census



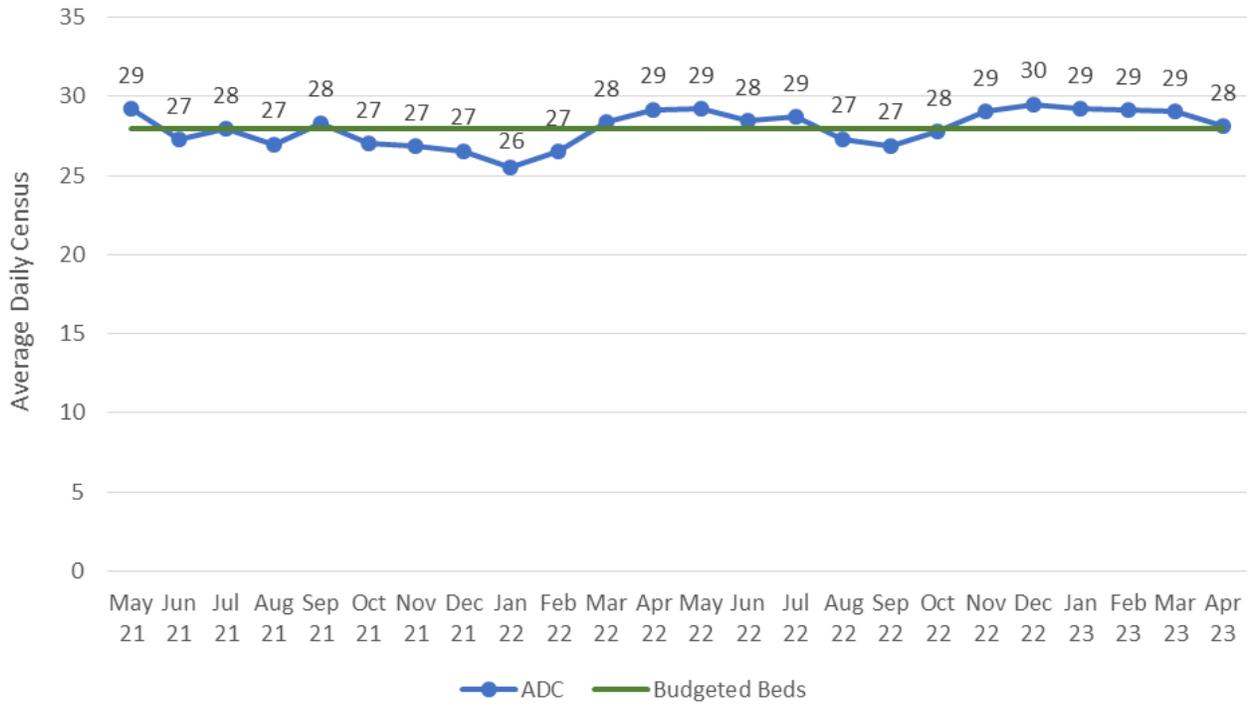
### Maternal Child Health Average Daily Census



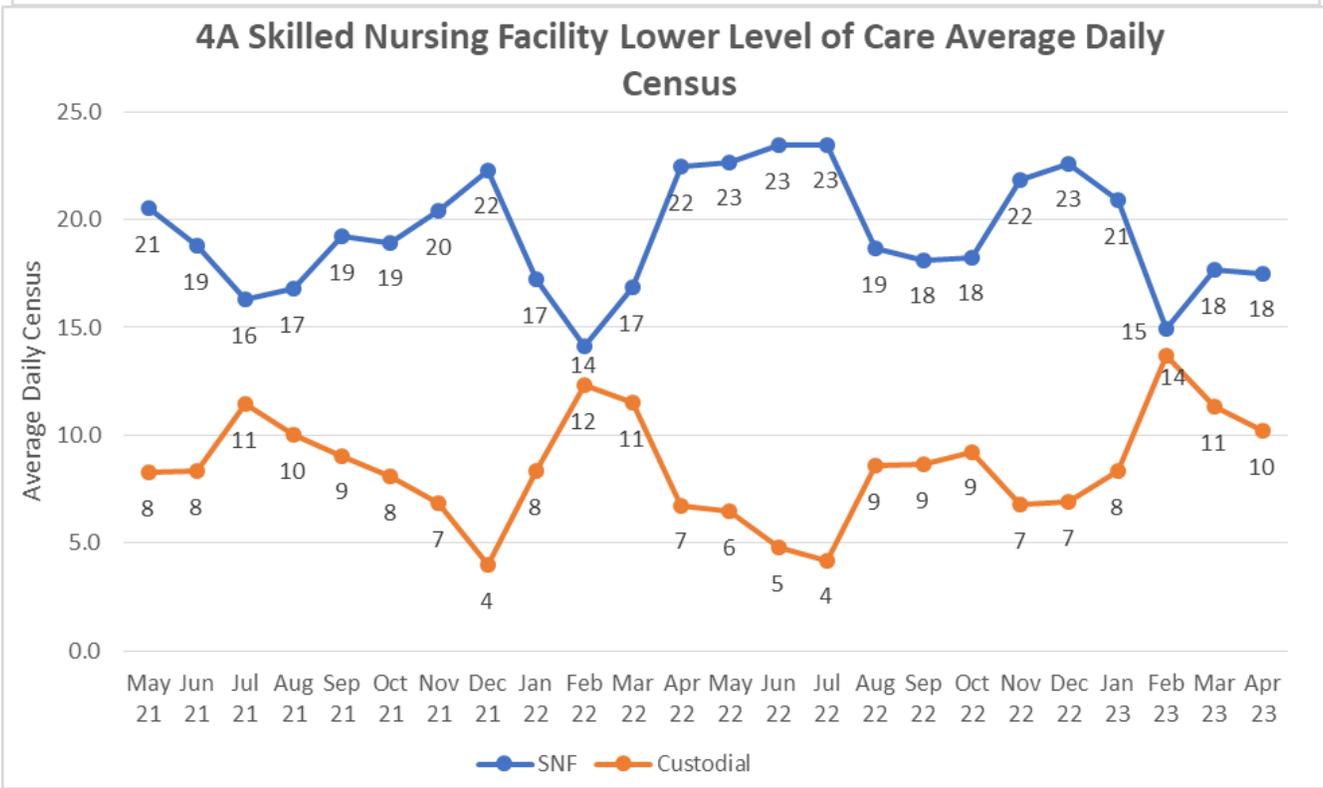
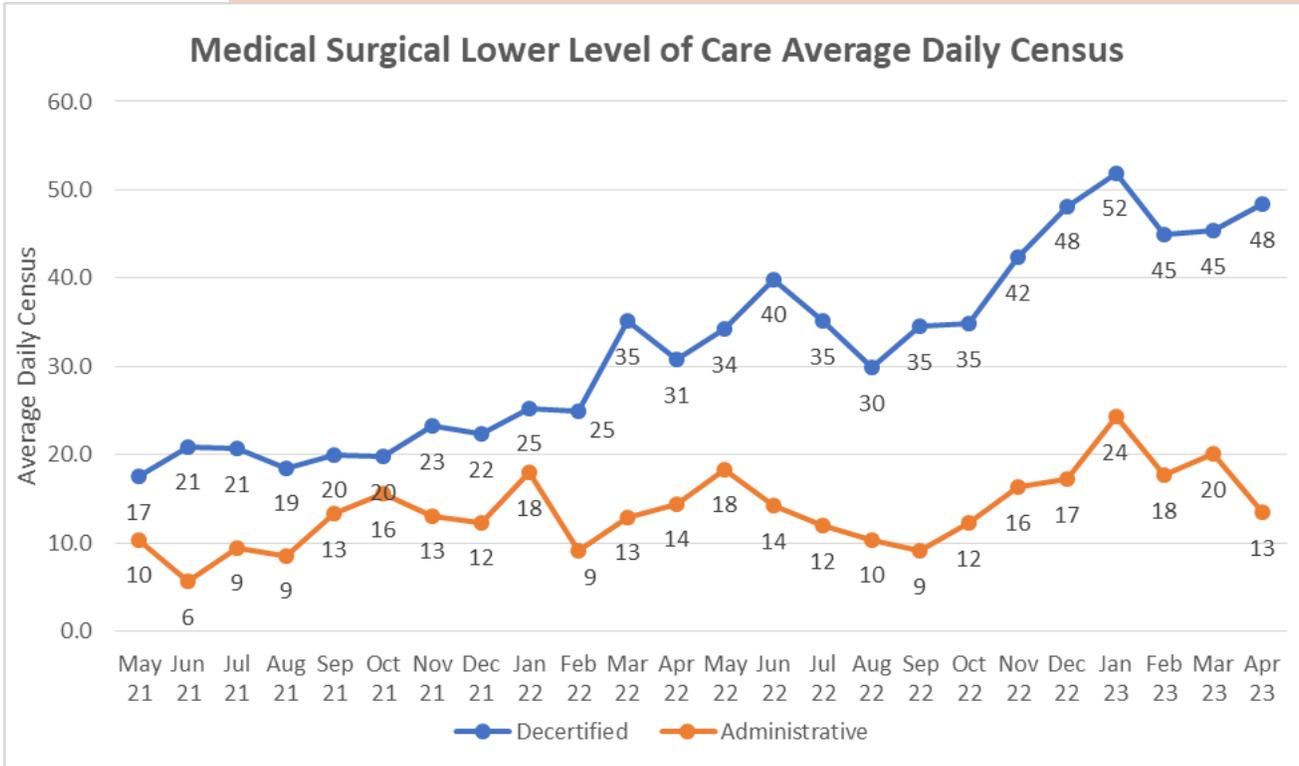
### Acute Psychiatry (7B & 7C) Average Daily Census



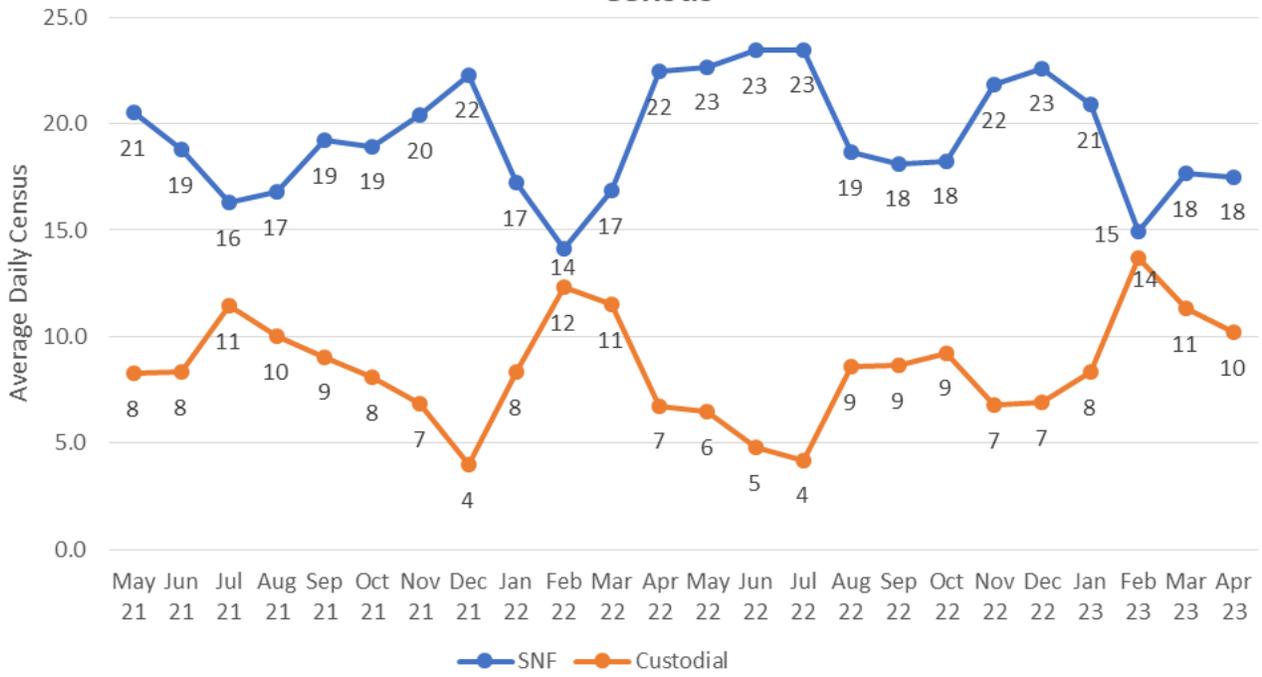
### 4A Skilled Nursing Facility Average Daily Census



# QUALITY Lower Level of Care Average Daily Census

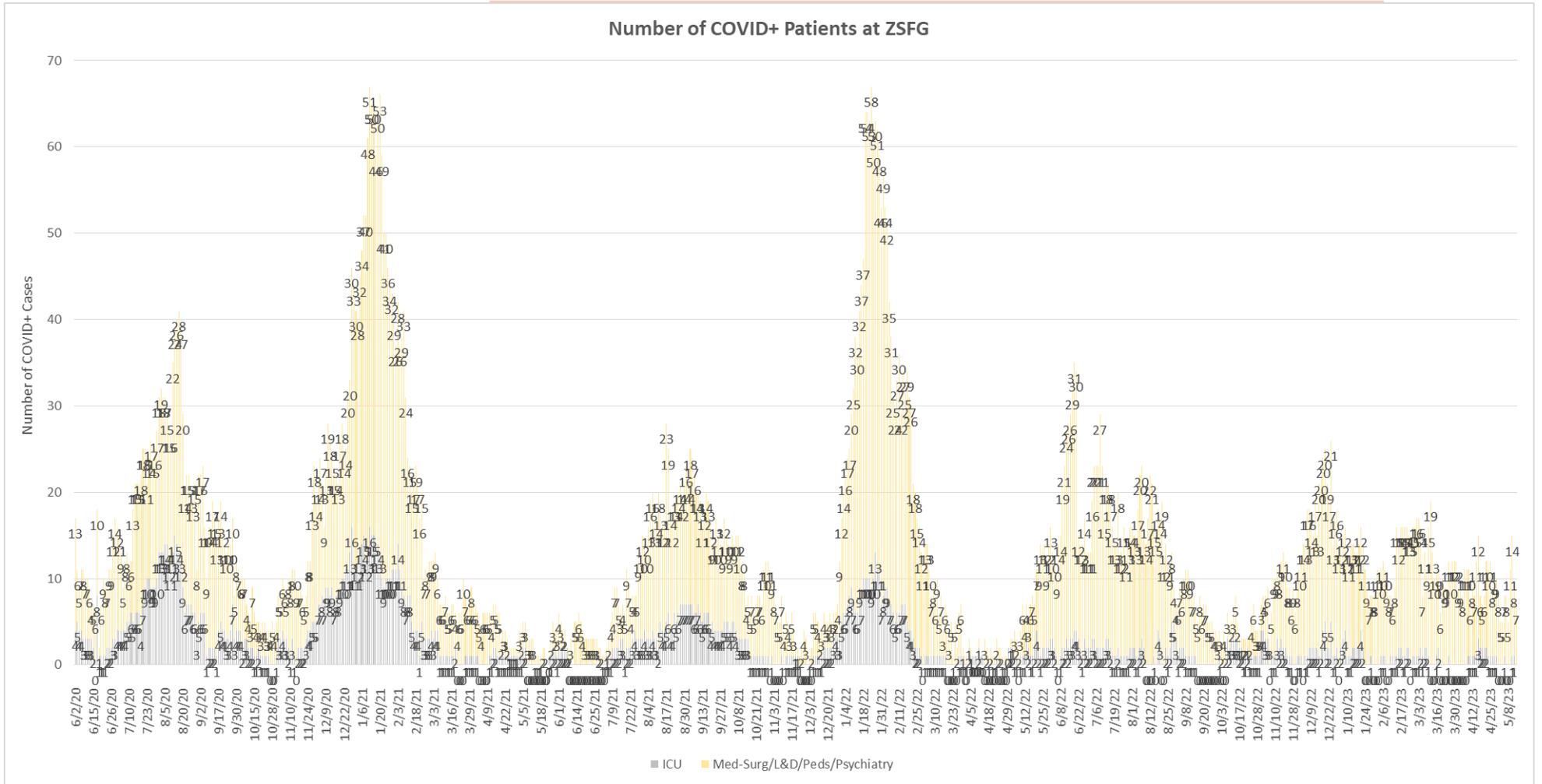


### 4A Skilled Nursing Facility Lower Level of Care Average Daily Census

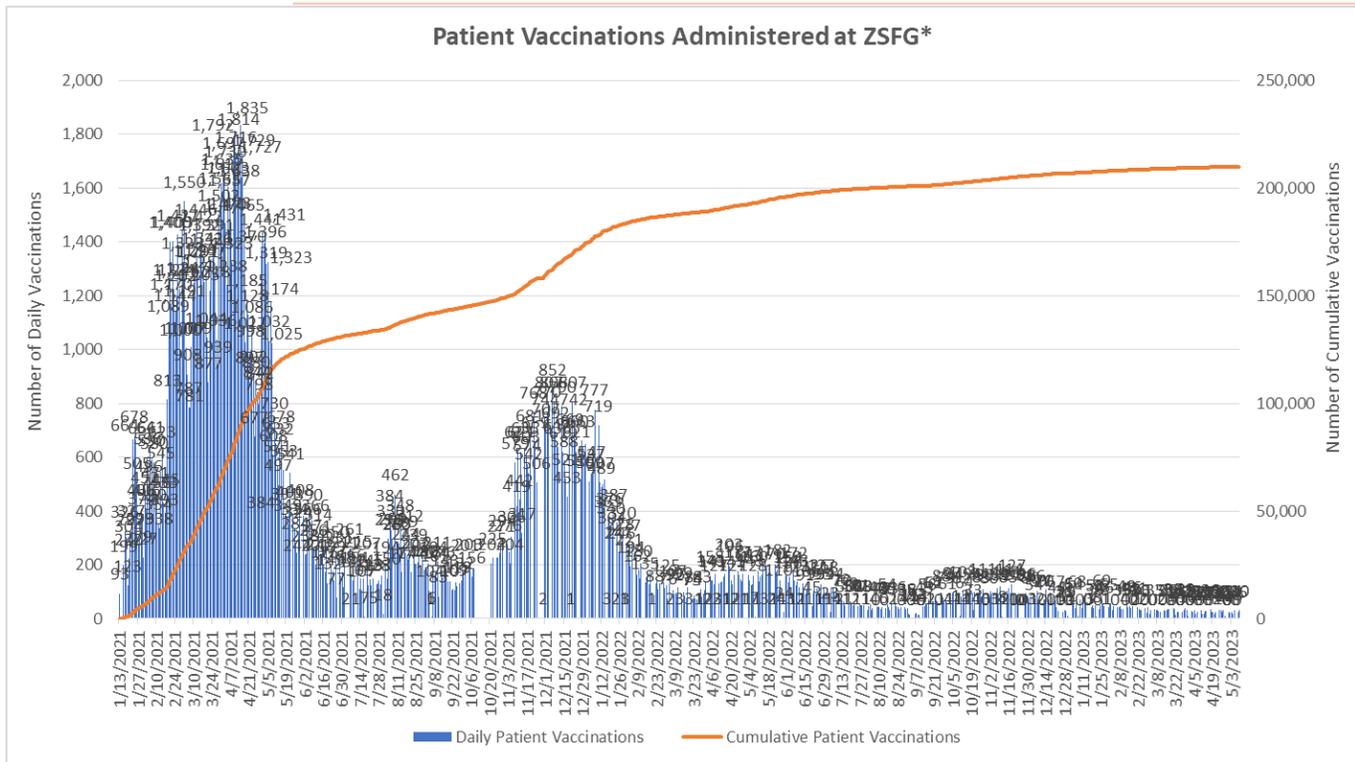


# SAFETY

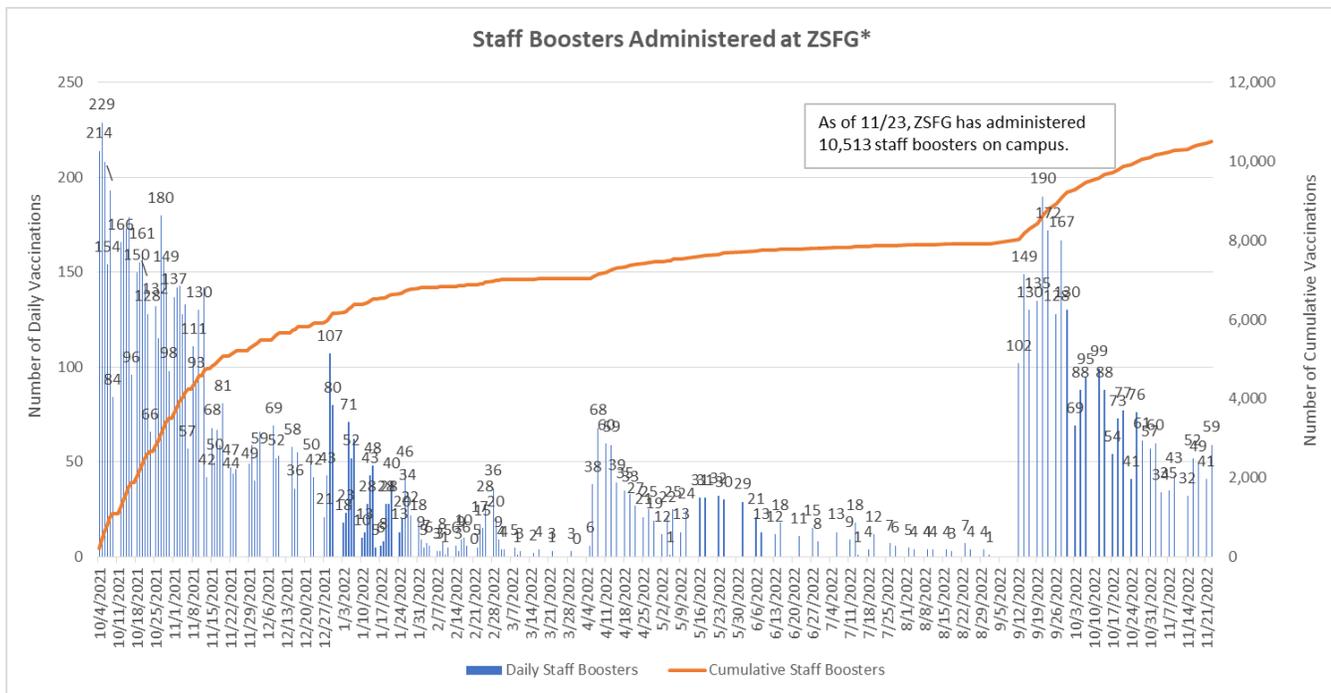
## ZSFG COVID+ Patients



# SAFETY COVID-19 Vaccinations Administered at ZSFG



\*Includes network-wide patients and members of the community.

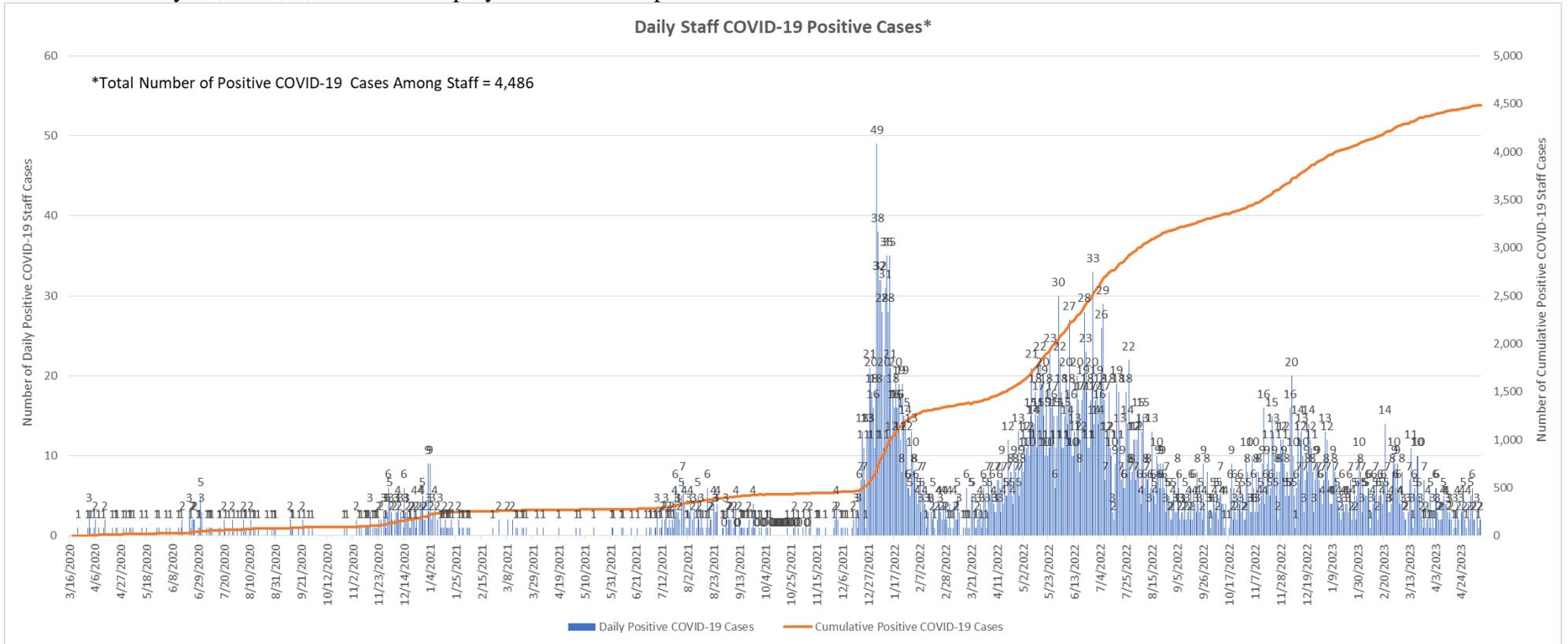


\*Staff Booster data is currently unavailable.

# SAFETY

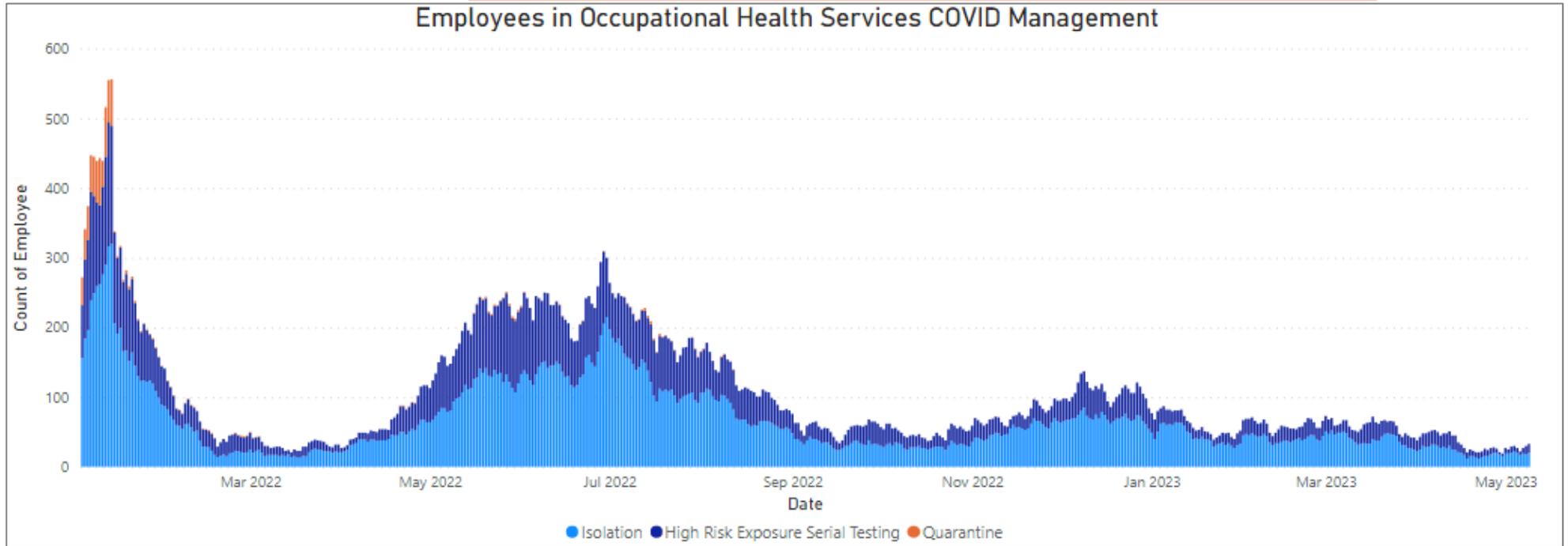
## Occupational Health COVID+ Staff Cases

As of May 10, 2023, 4,486 ZSFG employees have tested positive for COVID-19.



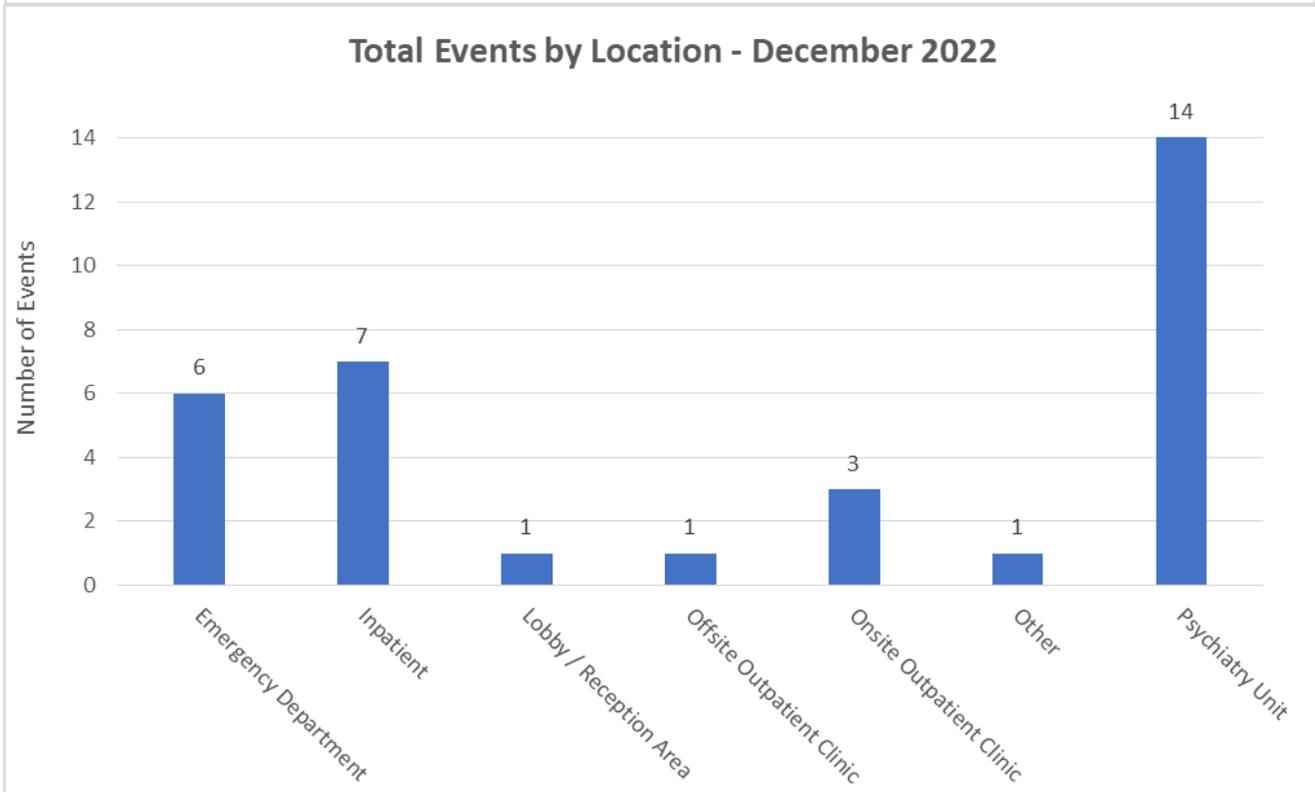
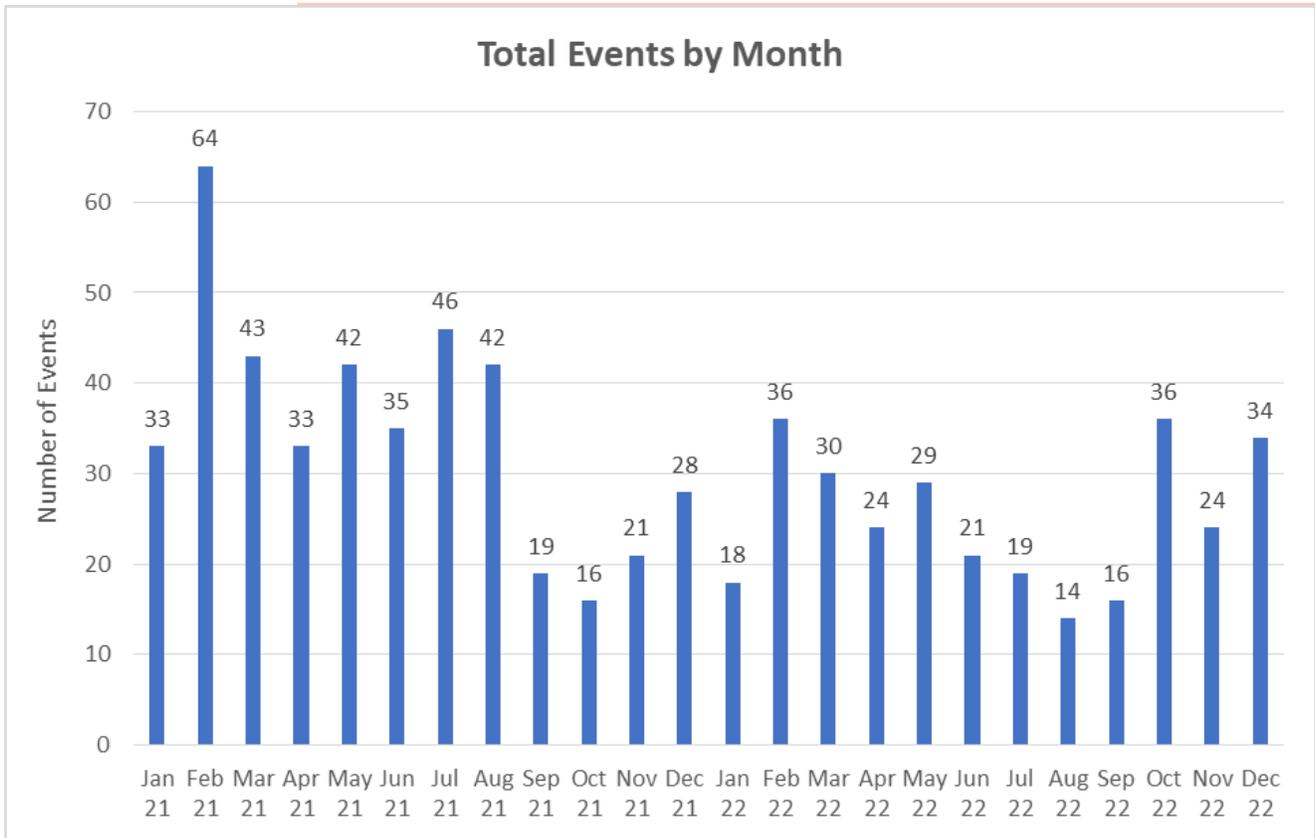
# SAFETY

## Occupational Health COVID-19 Staff Management



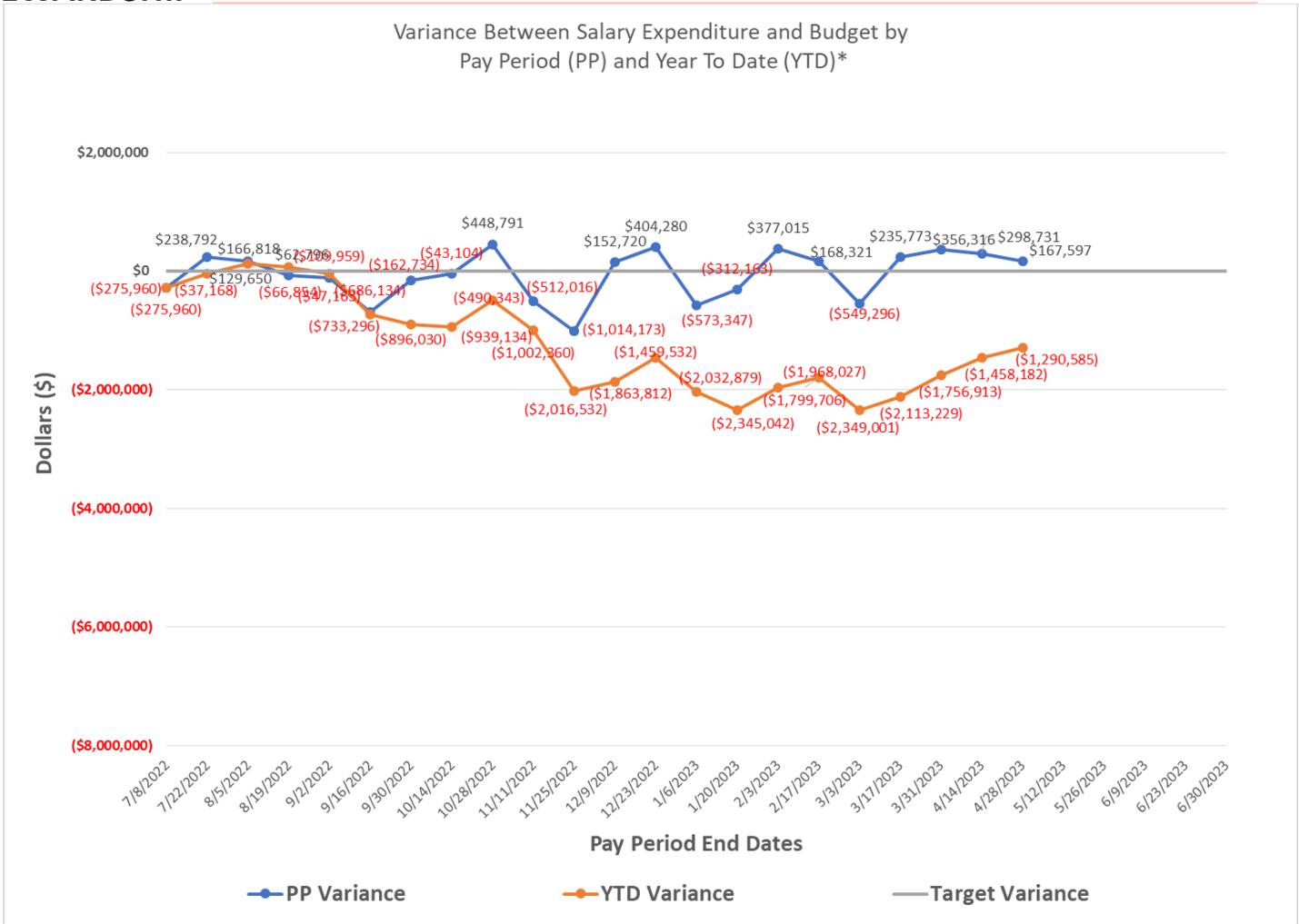
# SAFETY

## Workplace Violence Activity\*



\*Workplace Violence data is currently unavailable post-SAFE system go-live.

# Salary Variance



**\*Please note that COVID-19 costs are now a part of ZSFG operations and budget.**

Commissioner Comments:

Commissioner Christian asked about a summary of the typical kinds of things that are confiscated. Dr. Ehrlich stated that sharp edged weapons are commonly collected; however, firearms are rarely found. She noted that at least one third of patients are housing insecure and many people feel the need for sharp edged weapons for their own security in the world.

Commissioner Green stated that she appreciates the celebrations noted in the report. She noted surprise that ZSFG has only 11 staff in the linen department. Dr. Ehrlich stated that an external company washes the linens; the ZSFG team folds and distributes them throughout the hospital.

Commissioner Christian asked for clarification about the term custodial. Dr. Ehrlich stated that there are specific criteria for people to meet skilled nursing level of care. Custodial refers to individuals who do not meet strict nursing needs but cannot meet their own activities of daily living, and do not have resources at home to assist them. She noted that Laguna Honda used to be a discharge source for many of these patients, but it is no longer an option.

## **7) ZSFG HIRING AND VACANCY REPORT**

Emma Perez, Principal Human Resources Analyst, presented the item.

### Commissioner Comments:

Commissioner Christian asked if there is focus on a job and training pipeline, especially for San Francisco residents. Ms. Perez stated that the ZSFG merit team is attempting to extend minimum qualifications for those individuals who are in their last year of a nursing program, before they are licensed. Those individuals who participate in a ZSFG training program or internship could benefit from this change. Gillian Otway, ZSFG Acting CNO, stated that ZSFG has a strong relationship with nursing schools and offers internships in students' senior year. ZSFG also works with high school students to encourage them to go into a medical-related field.

Commissioner Green asked in who point in participating of a pipeline is a candidate considered experienced. Ms. Perez stated that candidates need one year of a training program to be considered experienced.

Commissioner Green understands the current need for registry staff and looks forward to tapering the need town as more permanent staff are hired over time.

## **8) MEDICAL STAFF REPORT**

Lisa Winston, M.D., Chief of Medical Staff, presented the item.

### Commissioner Comments:

Commissioners Green and Christian expressed gratitude for the incredible work of the primary care team.

Action Taken: The ZSFG JCC unanimously recommended the full Health Commission approve the following:

- COMMUNITY PRIMARY CARE RULES & REGULATIONS
- ED RN COVID 19 POCT PROTOCOL STANDARDIZED PROCEDURES AND AFFILIATED STANDARDIZED PROCEDURES.

## **9) OTHER BUSINESS**

This item was not discussed.

## **10) PUBLIC COMMENT**

There was no public comment.

## **11) CLOSED SESSION**

- A) Public comments on All Matters Pertaining to the Closed Session
- B) Vote on whether to hold a Closed Session (San Francisco Administrative Code Section 67.11)
- C) Closed Session Pursuant to Evidence Code Sections 1156, 1156.1, 1157, 1157.5 and 1157.6; Health and Safety Code Section 1461; and California Constitution, Article I, Section 1.

### **CONSIDERATION OF CREDENTIALING MATTERS**

### **CONSIDERATION OF PERFORMANCE IMPROVEMENT AND PATIENT SAFETY REPORTS AND PEER REVIEWS**

### **RECONVENE IN OPEN SESSION**

1. Possible report on action taken in closed session (Government Code Section 54957.1(a)2 and San Francisco Administrative Code Section 67.12(b)(2).)
2. *Vote to elect whether to disclose any or all discussions held in closed session (San Francisco Administrative Code Section 67.12(a).)*

Action Taken: The ZSFG JCC unanimously voted to not disclose discussions held in closed session.

### **12) ADJOURNMENT**

The meeting was adjourned at 4:24pm.